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THE FIRST STEPS

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The Labor/Management Working Group was established to assist in the implementation of consultative management in the Copyright Office, and to ensure that all staff, and labor and management played an active role in this process.

This philosophy of employee involvement is defined as "...consulting with employees on problems, solutions, decisions; sharing information about the results, and implementing operational changes as a result of the consultative process."

Everyone has shared in the responsibility for working together, and for communicating frankly and honestly to improve the quality of life at work and our effectiveness as an organization.

A thanks to all of us for being patient, dedicated, and committed to the continued growth of each of us and the continued growth of the Copyright Office, and for taking **THE FIRST STEPS** in becoming the **Best in Government.**

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THE FIRST STEPS
ANNUAL REPORT
OF
THE COPYRIGHT OFFICE
LABOR MANAGEMENT WORKING GROUP
1984–1985

***

Appreciation to: Kathy McConnell
Design/Photography

Joan Doherty
Contributing Writer

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MISSION

To foster labor management cooperation in the Copyright Office by: working together to improve the quality of life at work for all staff; including everyone—staff, labor and management—in the consultative management process; and, working together to eliminate barriers to organizational effectiveness.

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DEDICATED TO

DAVID LADD

Register of Copyrights

1980-1984

"What we are really aiming for is an institution in which caring and enthusiasm are institutional values. We want people to feel good about themselves, to feel that their work is significant and to give them the means of realizing that it is so. We want to create a place where people are kind to one another, where they rejoice in one another's growth, where they take pride in their achievements and where they are appreciated. The way to do this is to make this new technique of cooperative management work well."

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CONTENTS

UP FRONT 11

REFLECTIONS 13

MILESTONES 23

ECHOES 25

BOOKSHELF 33

BACKSTAGE 35

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UP FRONT

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1984 was a BIG year for quality of work life improvements in the Copyright Office! In the Spring two important events took place; consultative management was declared official and the Labor/Management Working Group (LMWG) began its weekly meetings. As the Office headed into summer a smorgasbord of training was offered. It started with the two-day labor/management workshops for new copyright supervisors, executive board members of Locals 2477 and 2910 of the American Federation of State, County, and Municipal Employees Union, (AFSCME) the stewards from Locals 2477 and 2910 representing employees in the Copyright Office, and members of the LMWG. Facilitated by Bill G. Ginnodo, the session gave everyone an opportunity to discuss and work out previous pent-up frustrations and to chart a course for future cooperation. That cooperation took shape when the LMWG sponsored, in short order, four important learning experiences for the entire staff.

Cecil Hill of Hughes Aircraft talked to us about management's responsibility for creating a productive, quality-oriented work environment. Next Larry Collins of the Center for Time and Stress Management taught a course which focused on means of coping with stress, organizational change, and how best to use time in a complex production-oriented environment. After Larry got us all calmed down, Morris Massey revved us back up again when we all saw his film, "What You Are Is Where You Were When." Dr. Massey's amazing three-hour exhortation really got our attention as he told us about the ways our personal values are formed and how they affect relationships at home and at work. And as if that were not enough—Cecil came back to work with supervisors and their units/teams to look at specific problems in their workplaces and to develop strategies for handling them.

It certainly was an action-packed year, but we felt all the activity was necessary to get consultative management and labor/management cooperation rolling. We wanted everyone to at least understand the basic concepts and responsibilities and to get an idea of how important these goals are in moving closer to organizational excellence. Although the schedule must have seemed frantic at times—there seemed to be no way to get started other than to just start!

We slowed down some for the holidays, but with the Bob Ranftl seminar on February 21, and the appointment of Brent Kendrick as Training Coordinator in March of 85, the pace will be picking up again.

Brent will focus on filling the many requests that have come in for skills training, in addition to providing access to career development materials and occasional consultative management, productivity, and labor/management cooperation seminars.

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REFLECTIONS

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Acquisitions and Processing Division

The staff of the Acquisitions and Processing Division has participated in and had several significant accomplishments since April 1984. We have been fully committed to welcoming ideas and suggestions from our staff at all times. Some highlights in the major areas of participation are:

—Development of Fiscal 1985 Management Plan

—Development of Labor/Management Satellite Group

—Development and functioning of Acquisitions and Processing/Examining Division problem solving group

—Identification of barriers to productivity encountered throughout the Division and ways of overcoming these barriers

—Development of an updatable display which depicts the Division staff at work and at play

—Active staff participation in blitzes aimed at reducing backlogs

Staff members participated in task groups on Security, Routing of Materials, U.B., Routing of Motion Pictures, Special Handling, Operating Procedures/Guidelines for COINS III, and formatting future personnel rotations in the Mail Processing Sub Unit.

Acquisitions and Processing Satellite Group

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Examining Division

All sections of the Examining Division believe that consultative management has figured heavily in their accomplishments during the past year. Three division-wide task groups, the Suggestion Committee, Forms Revisions Committee, and the Practices Committee either completed or continued working toward their goals; each worked in a consultative manner with respect to the staff, and we believe staff involvement greatly enhanced the results we were able to achieve. Specifically, in the Literary Section we did the following:

As a result of staff requests, established a procedure for assigning correspondence clerks to particular teams. Both the clerks and the teams to which they have been assigned are pleased with the results.

Employed consultative management in the initial stages of discussion and information gathering on the question of variable distribution. This was later the subject of negotiation and, by mutual agreement between labor and management, was not implemented. Consultative management was a factor in bringing about the agreement to not continue with negotiations.

In Progress—In response to requests from some of the technicians, we have agreed to set up meetings with interested technicians at which no management will be present. A pilot project will begin soon.

In response to requests from the Acquisitions and Processing Division, we will be working to establish a procedure by which correspondence and problem cases can be entered into the Correspondence Management System (CMS) more quickly, thereby improving searching efficiency.

We plan ongoing discussions with members of A&P and our Section to deal with work problems using both problem solving, where appropriate, and the A&P/Examining Standing Committee.

The advent of COINS III may impact work here in Examining, and if it does, we plan to utilize consultative management in working to change and adjust to any developing situations.

In the Performing Arts Section the Correspondence Working Group was formed to study problems between Examiners and the Correspondence Unit. Recommendations were circulated to staff and final guidelines will be issued soon. Also, staff members in the PA Section developed a system for a weekly duty team in each section and issued guidelines for answering the telephone. A committee was also formed to study registration problems involving choreography, unpublished collections, and questions regarding an applicant's authority to use copyrighted material. Other section committees were formed to work on training guidelines for new Examiners, music training for Technicians, and seminars on industry practices.

Regular information bulletins are now issued to staff as a result of staff concerns about getting information regularly and consistently.

Other accomplishments and ongoing activities include:

Circular R56 drafted by committee.

Revision of multimedia booklet nearly completed.

Audiovisual/computer works leaflet in revision for possible issuance as a circular.

Standing A&P/Examining Committee

Word Processor Study Group Initiated

"Blitz" project in correspondence unit involved participation of all staff

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In the Visual Arts Section, the revision of certain Guide Letters and the proposed adoption of others has been accomplished by staff members. As a result of participation in the A&P Workflow Task Group, the Section has put online all backlog cases, and there is now a free exchange of ideas and staff participation in the Section's objectives. There is a bigger pool of ideas since the staff feels that their ideas may be acted upon, and morale-building socials have been initiated and totally planned by staff members.

Examiners are meeting to develop Circular R40, which had been removed from active circulation because of several problems. Plans to rework the circular to remove glitches are in progress and it is hoped the circular will be ready for submission to the Information and Reference Division within a few weeks.

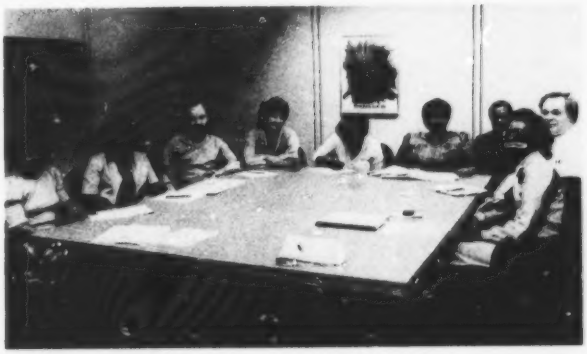
Planned accomplishments for the future:

More of the Same.

Plan to have Examiners bring special reports to the Section on job-related topics in which they take special interest.

To update Guideletters according to concepts learned from the letter writing course.

Plan to have staff collect examples of problem cases for collective discussion



Examining Satellite Group

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Information and Reference Division

The Information and Reference Division Labor/Management Satellite Group has accomplished a great deal in its short life, as the following highlights indicate:

Needs Assessment: In consultation with their various constituencies, satellite group members compiled a "list of concerns" and worked quickly and amicably to categorize these concerns and rank them in priority order.

Workflow: Since the major concern of the Division as a whole involved workflow between Information and Reference and Acquisitions and Processing, the I&R Satellite group invited representatives from A&P to two meetings devoted to identifying problems and creative solutions. The groups are working independently to devise specific methods of improving workflow and plan to reconvene in the spring to discuss "next steps."

Performance Evaluation: The second most pervasive concern in I & R was the perception that quality of work is not sufficiently considered or reflected in the employee evaluation process. Therefore, the Satellite Group invited nine other members of the Division to an afternoon-long discussion of this issue, led by consultant Bill Ginnodo. As a result of this meeting, we developed eight questions for further exploration during the next six months—such as "what is quality work in the various sections?" and "what do we measure and how and why?"

"Local" Concerns: As expected, some sections had unique concerns, but we took these seriously too, and have had some notable successes in dealing with them. For example, the Clerical Support Unit wanted larger envelopes to facilitate filling certain information requests, whereas the Information Section's number one concern was the need for a better security system in the Public Office. Requests have been forwarded to satisfy both of these needs.

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All of these accomplishments are noteworthy and exemplify ways in which the Satellite Group has helped I&R accomplish specific objectives. We are most pleased, however, by the ease and speed with which the Satellite Group members began to function as a cohesive unit—sensitive to others' concerns even when not directly affected by them, disagreeing candidly but civilly when necessary, and trying to deal with issues from a broad rather than parochial perspective. Because the group did not polarize along labor v. management lines and sections did not compete against section, *everyone* has profited, creating a situation in which everyone can win by participating, which is integral to consultative management.

Of course, the consultative approach is not limited to the Satellite Group in I&R; in fact, it is the chief means by which change and innovation are planned. We rely heavily on staff committees to share the responsibility for consulting colleagues when issues are under consideration, and typically use our regular staff meetings to consult an entire section before implementing recommendations arrived at consultatively, thus assuring that consultation occurs at every important step. For example, this process was used to establish policies relating to the use of telephone and computer printers in Reference and Bibliography, and is now under way in the Information Section, where a committee is exploring alternatives for scheduling an information specialists' work day. At various times, all of us get impatient when the consultative process seems to take longer than we expected (as it usually does), and we are eager to get *our* suggestions implemented. But our growing string of successes continues to reinforce the value of consultative management and embed it ever more strongly in our work lives. What once seemed strange, foreign, even frightening, is beginning to seem indispensable, natural, and permanent.

Information and Reference Satellite Group

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Cataloging Division

Within the Cataloging Division the commitment to consultative management during the past year has led to a year of learning, challenge, and opportunities. The learning process has involved not only formal training in the techniques associated with consultative management for much of our staff; but, more importantly, has provided all staff members with greater opportunity for participation through staff meetings, membership in various groups studying a wide variety of issues and through participation in the activities of our Cataloging Division Satellite Labor Management Working Group. The formation of this group in the fall of 1984 has continued the momentum of the consultative management style within the Division.

Challenges have appeared and opportunities to resolve problems through staff participation have presented themselves on a variety of office-wide issues ranging from the security of the deposits to the handling of documents within the Copyright Office.

Issues of primary importance to the Cataloging Division have been tackled in the Cataloging Division Labor/Management Satellite Group which recently completed a survey of all staff in an attempt to prioritize a wide variety of concerns which were brought to the groups' attention. On issues such as TX sorting the group was able to reach consensus and moved ahead with a plan to resolve the problem. In addition to the formal interrelationships created by the various satellite and working groups within the Office, an informal network of problem solving has also been created as staff members in our Division, and in other divisions, have increased their awareness of the problem demands and requirements faced elsewhere.

Cataloging Satellite Group

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Records Management Division

The formation of the Satellite Group in the Division, "The Work Improvement Team Supreme" or WITS, was itself a step forward—it lets people come together to identify and solve problems of mutual interest. It is important to hear from staff: management can get distracted or go in "non-essential" directions if not in close contact with open communication.

Groups are really appearing to take hold in this area and working together on mutual problems, solving some work-flow problems directly. We really need to expand this idea to a permanent workflow group to which any procedural problem could be brought, and recommendations made.

The WITS have asked for the development of workshops on how to be interviewed, how the rating panel system works, and how the performance appraisal process works. We are also working on expanding the employee's role in ratings by establishing a mechanism to make sure an employee's input is gathered *in advance* and that consultation is used in developing the rating.

Directions for the future include an Employee's Council to meet monthly with the Chief to talk about what's happening, to give employees a forum similar to supervisors' meetings. This is different from Satellite Group in that WITS is focusing on particular problems to solve; the council would meet in a more general way.

Employee input on selections is permissible. We experimented with getting employee input on a supervisory posting looking for what was needed on the job. We would like to see more of this in the future.

As Chief of the Division I would like to see the time when employees rate *each other* on contributions to a team. I've seen a team in my division get fed up with a colleague, and I believe their words and actions speak louder sometimes than management's. The team knows what needs to be done and they do it; so they probably know best each individual's strengths and weaknesses.

Records Management Satellite Group

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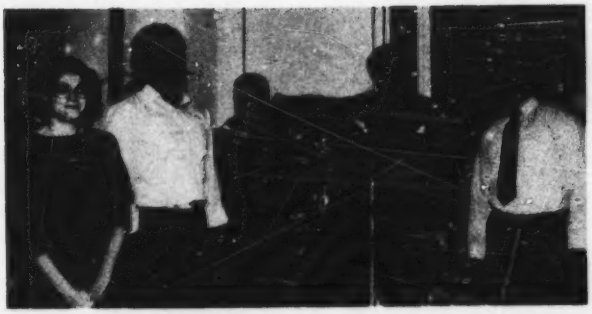
Licensing Division

We are proud of the work that we are accomplishing in the Licensing Division through increased participation. The public has commended the staff for their "helpfulness" and professionalism. There are several examples of achievements, but one effort really stands out that highlights the staff contribution. We shifted the responsibility for the depositing of millions of dollars from the Examining Section to the Accounting and Records Section. The staff rallied to this change and have deposited the royalties in record breaking time each accounting period. What is so outstanding about this feat is they took this heralded special achievement and made it an unheralded standard for their future accomplishments. This unselfish act demonstrates that the proper environment will encourage employee self-motivation and fulfillment.



Licensing Satellite Group

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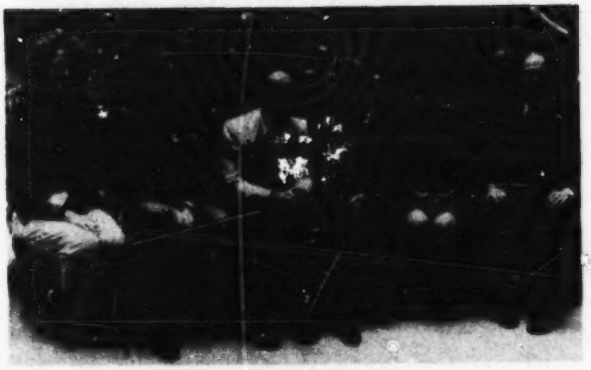

Susan Aramayo, Chief, Cataloging Division
Walter (Buddy) Sampson, Chief, Licensing Division
Bob Davis, Chief, Acquisitions & Processing Division
Harriet Oler, Chief, Examining Division
Ann Hallstein, Chief, Records Management Division
Winston Tabb, Chief, Information & Reference Division

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MILESTONES

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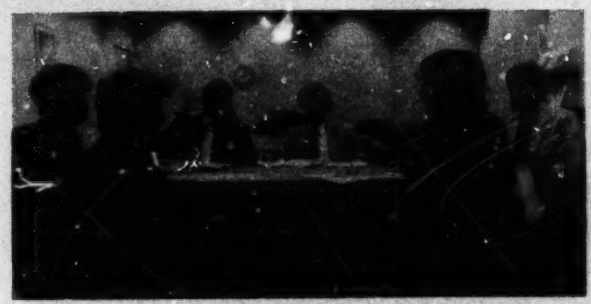

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ECHOES

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THE FIRST STEPS taken in the first year of consultative management in the Copyright Office have provided an unprecedented mechanism for significant employee involvement at all levels for the improvement of quality of work life. What are the results? Be quiet . . . listen . . . for the **ECHOES.**

***

Mike Dickerson — *"Having your views considered eventually leads to an improved system. It is also a stimulant to come to work every day — it enhances an employee's desire to be creative on the job."*

Melvin Aikens — *"You get more insight into your manager. My point of view now has some weight — brings employees together where before it was every man or woman for themselves."*

Jennifer Smith — *"It has given me a chance to learn from my colleagues. It makes change possible in a positive way."*

Kathy McConnell — *"The Labor/Management Working Group is a dynamic group who brings people and problems together with new and effective approaches."*

Winston Tabb — *"The exciting thing about consultative management in the Copyright Office is that it is a "work in progress." It has been invigorating to participate in the unusual, perhaps unique, attempt we're making to become not bureaucrats but joint authors of a new work environment. Our challenge is to remain creative, venturesome, and committed so that we don't waste this wonderful opportunity."*

Stevie Withers — *"We now have an effective voice in office practices and a more indepth concern by the supervisors is now present."*

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Terry Thompson Thomas — *"I have enjoyed the implementation of consultative management over the past months because it has strongly promoted better communication between staff and supervisors. Because employee involvement and participation has been encouraged, I feel more at ease in openly expressing my ideas, likes and dislikes. Furthermore, the recognition aspect of consultative management makes hard work less stressful since our efforts will be rewarded in the end."*

Lorraine Berry — *"Webster defines ennui as: listlessness and dissatisfaction resulting from lack and interest; boredom. Before the implementation of consultative management ennui was simply the order of the day. My response to the idea of consultative management has been swift and positive. I have noticed an increase in job satisfaction, interest in the Office, and its workings, and an improvement in communications. People are the greatest resource of any organization."*

Vicky George — *"I like consultative management and I think it is working. I also think people from the old school who are entrenched will come around."*

Marie Fleming — *"Consultative management has given employees the opportunity to talk about factors that are important to job satisfaction. It enhances job performance."*

Richard Anderson — *"I can see where consultative management is really starting to take hold. Things are happening."*

Linda Johnson — *"So many things that I thought would never see changed have changed — for the better!"*

Anne Z. Combs — *"Consultative Management has been a morale booster for the Office, and it has been enthusiastically received and supported."*

Phil Gill — *"It's wonderful! When you have been employed in the Copyright Office for 22 years you can see a difference."*

Jeff Cole — *"I very much like the idea of labor/management and staff working together to attempt to solve problems and working on common goals. Already I see a change in the Examining Division."*

Susie Barfield — *"As a vehicle for change, the Labor/Management Working Group is a good idea. It has been good for morale, and it is also an action oriented group with sufficient feedback to the staff."*

Mary Thompson — *"I do feel that consultative management is working. It is a privilege to have someone listen when you have something to say. The reward is in having something done about what you've said."*

Marj Mastrangelo — *"Consultative management has proven to be a definite asset in the development and implementation of the Documents Project which is being carried out on a product line basis. The opportunity for a creative independent approach to the establishment of work flow procedures, brainstorming sessions on productivity, and goals development with operational sections of Copyright, has contributed to better morale, increased personal satisfaction, and an overall improvement in job satisfaction."*

Ed Kapusciarz — *"Consultative management has resulted in better communications between staff and supervisors, goals have been clarified, and the Section now works in a more unified manner. The formation of the Satellite Group has provided a forum for airing and solving problems which are of interest to management and staff."*

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Cindy Van Order — *"Consultative management has relaxed feelings within Sections and Divisions. Contributions have been encouraged and solicited. I have seen people encouraged to grow."*

Joanna Roussis — *"I'm happy to see the Cataloging Division Satellite Group communicate so effectively among its members and with those they represent, which contributes greatly to their many accomplishments. I feel that the Copyright Office can only continue to benefit with the implementation of consultative management in this manner."*

James Green — *"Consultative management allows an interpersonal communication process to be added between employees and the administration, this results in an actual exchange and realistic adoption of work related ideas; creating a more positive and productive work arena."*

Bob Kline — *"We've always tried to tap the valuable resource of the staff's ideas on the best ways to get things done. Consultative management and the Working Groups provide a mechanism for encouraging more people to offer their suggestions and for putting more of the suggestions into practice."*

Betty Thompson — *"Best boost to productivity and morale since on-line cataloging."*

Tom Felt — *"I think consultative management is the single best happening that I have encountered in my 12 years with the Copyright Office. Although at times, as with anything new, progress has been slow. I have seen more attitudes turned around in the last year and redirected into positive and personally-rewarding directions. This growing sense of individual self-worth has been particularly rewarding for me to see as a supervisor—and, on purely selfish grounds, has resulted in greatly increased productivity, which certainly makes my job much easier."*

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Warren McKay — *"The Labor/Management Working Group and the Satellite Groups have served to bring labor and management together in a more congenial and less structured environment than that of collective bargaining, and with the direct participation of individuals from both labor and management who were otherwise left out."*

Tom Nichols — *"Consultative management has greatly helped to loosen up the Cataloging Division. The accomplishments made in less than a year are really mind-boggling with the spirit of team work and innovative approaches for setting and reaching our goals. Cataloging for years was known for being very rigid—I think the opposite is true since the advent of consultative management."*

Milford Moore — *"Having everyone pull for or toward the same goals serves as the greatest source of strength for our Office."*

Fran Talley — *"Beyond effective participation in the many projects, groups, and staff training connected with consultative management, individual and group spirit has created a surge forward toward greater communication within sections. This undercurrent can grow stronger as consultative management techniques feed the stream of efforts we, as Catalogers promote. The barriers that remain are old barriers. The Cataloging Division has the people to command a real breakthrough."*

Jacquelyn Watts — *"At the outset, consultative management was accepted and appreciated by both staff and supervisors in the Literary Section. It has been personally gratifying to watch how employing this style of management has enriched the working environment by increasing productivity and by promoting an obvious sense of pride in the quality of work being produced."*

Raoul LeMat — *"The Cataloging Division's Satellite Group has really opened up communications, not just within the Division, but with staff members on the office-wide Labor Management Working Group and on other Division Satellite Groups. The most obvious benefit of this increase in communications has been a better understanding on everyone's part of the problems faced by others as they attempt to deal with the problems associated with a massive workflow and an increasing number of registrations."*

Linda Pearce — *"I'd like to think that I have always used the principles involved in consultative management. I also think that with other management styles, there are limits involved, and as long as those limits are recognized and not looked upon as a cure-all, you can work within those limits to get the job done."*

Lena Walltower — *"Through the use of consultative management, a better work environment has been created, allowing better communication between the supervisor and staff on all problems, solutions, and decisions. Most importantly, final decisions are always communicated to the staff."*

Robert Winsboro — *"As the film, "What You are Is Where You Were When" pointed out, our backgrounds sometimes make us see things differently from one another. I salute the Copyright Office for recognizing and admitting these differences, and for taking the steps to implement consultative management."*

Harry Hudson — *"Consultative management improves and enhances the relationship between the supervisor and staff; it sort of opens the doors for changes and encourages an individual to speak out in a positive way that would communicate your likes or dislikes regarding policies of any kind. Consultative management gives you guts!"*

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Bill Bowden — *"As a Supervisor consultative management gives me a chance to prove to employees that management can be sensitive to their needs and at the same time create an environment that is beneficial to all because it is "managed" by all."*

Shirley A. Williams — *"As a result of consultative management we now have more input into decisions than ever before."*

Georgiana Van Syckle — *"Consultative management has resulted in a dramatic change in morale, the lines of communication have opened wider than I ever thought possible, and a drastic change in attitudes has occurred, all for the better."*

Harriet Oler — *"The Examining Division applauds all efforts toward achieving closer working relationships among all employees of the Copyright Office, and believes that management and staff should constantly strive to achieve their common goal of giving higher quality service to the public. The Labor/Management Working Group and Divisional Satellite Groups have begun significant steps toward this goal by identifying issues and attempting to resolve them in a cooperative, rather than confrontational atmosphere. We look forward to the continuation of this process, to the identification of further issues, to the increased participation of all staff, and to the further development of mutual trust between management and staff."*

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"Dear Mr. Welsh:

It was recently my privilege to name eleven Californians to a State Productivity Board in an effort to promote productivity in the private sector of my home state. I was pleased to learn from a member of that board, Mr. Cecil Hill of Hughes Aircraft Company, of an admirable productivity improvement program which you have been conducting at the Copyright Office of the Library of Congress. I am writing to thank you for your efforts in this area and to congratulate you on your important achievement.

It is my understanding that total personnel in your office has been reduced by some 21 percent, while over the last two years, work output has increased by well over 15 percent. This speaks well of individuals such as yourself who have taken the time and effort to devise and implement productivity improvement programs. While many in both the private and public sector speak often of the need for greater productivity, it is real achievements such as yours which best exemplify the potential which such programs have.

I recognize the fact that this achievement is one that reflects the effort of all individuals working in the Copyright Office. I hope you will extend to them my sincere thanks for their effort in making federal government work more efficiently.

With best regards,

Sincerely Peter Wilson
United States Senator"

"Dear Senator Wilson:

Thank you so much for your complimentary and encouraging letter about the accomplishments of the Library's Copyright Office.

We have been proud of the Copyright Office's efforts for some time now. It is extremely gratifying, however, to hear praises for their productivity gains from someone like you.

The efforts of the Copyright Office staff are an example to all of us, and we thank you for taking time out of your busy schedule to recognize them.

Sincerely yours,

William J. Welsh
Deputy Librarian of Congress"

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"Dear Dr. Boorstin:

I have just read the attached article from the *National Productivity Review* and was compelled to write a brief note to you.

Because my management roots are in the private sector, and because I have a longstanding concern about the productivity of American Business, I keep apprised of the strides being made in such companies as General Motors, Honeywell, American Hospital Supply, and Beatrice Foods. Many U.S. firms are "In Search of Excellence" (as told in the Peters and Waterman best-selling book), while others are driven to productivity improvement as a means of survival in the increasingly competitive international market place.

Since the Library of Congress has no competitors and its survival is not in question, I assume that your Copyright Office Department's effort has been motivated mostly by a search for excellence. To have documentable increases in efficiency, as well as improvements in service to the public, is indeed highly commendable.

I found Ms. Reed's account to be both exciting and heartening. The Library's experience with the involvement of employees and union leaders in management's decision-making should serve as a model for other government agencies. Apparently, it is that involvement which led to the improvements Ms. Reed cited in her article. Also, I hope that what she wrote will reach many people in the private sector who think that government isn't doing much to improve its productivity.

Therefore, I offer my compliments to you, and hope that you will pass them along to the Copyright Office.

Sincerely,

Charles H. Percy
United States Senator"

"Dear Grace:

Enclosed is a letter from Senator Percy which I am pleased to share with you. The staff of the Copyright Office are to be congratulated upon this significant achievement and I am sure you must take great pleasure and satisfaction in the role you played in this undertaking. Thanks for writing the article and for sharing your "success story" with others. The Copyright Office sets an example for all of us.

All the best.

Yours,

Daniel J. Boorstin
The Librarian of Congress"

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BOOKSHELF

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One of the first accomplishments of the Labor/Management Working Group was the establishment of a Copyright Office Library in July 1984 for the use of staff and management. With over 500 catalogued items in its collections to date, the Library is continuing to grow with new acquisitions and gifts from staff. However, there were several bestsellers for 1984-1985:

Megatrends. John Naisbitt. Warner Books, 1984.
Ten new directions transforming our lives.

In Search of Excellence. Thomas J. Peters and Robert Waterman, Jr. Warner Books. 1982.
Lessons from America's Best-Run Companies.

New Rules. Daniel Yankelovich. Bantam Books. 1982.
Searching for self-fulfillment in a world turned upside down.

Relaxation Response. Herbert Benson. Avon. 1976.
A simple meditative technique that has helped millions cope with fatigue, anxiety, and stress.

The Time Trap. R. Alex MacKenzie. McGraw. 1975.
How to get more done in less time

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BACKSTAGE

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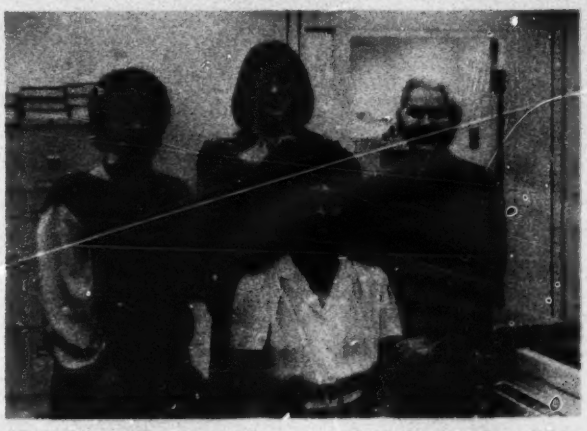
Backstage are the stars of the Labor/Management Working Group and Satellite Groups who are award winners for their top notch supporting roles. The First Lady of the behind-the-scenes support stars is **Betty Burke.** In addition to taking minutes for the LMWG and for the Copyright Certificate of Appreciation sub-group, and handling all of the necessary and time consuming follow-up, Betty is known for her affable manner, her bright smile and her cooperative nature. Betty has worked for the Copyright Office since October 1970. She started working in the old Music Section of the Examining Division and then transferred to the Administrative Office. Betty has great interest in the activities of the working group and states "Being a part of the LMWG has made me aware of the unselfish dedication of each member, plus the time involved, to work for the interests of the entire staff. Their concern and enthusiasm is contagious."

Other members of the Administrative Office staff who have helped the LMWG in its many functions are **Sandy Lewis, Manta Hemphill,** and **Donette Vandell.** Whether the task was photocopying, typing, arranging for rooms, or providing training, these three were always ready and willing to provide support.

Helping with graphics, photography, signs, videotaping of training, slide shows, writing and editing, and publicity activities were stars **Donna Carter, Kathy McConnell, Susan Robinson, Ruth Sievers, Bill Jebram, Greg Cabbagestalk,** and **Joe Ross** of the Publications Section, Information and Reference Division.

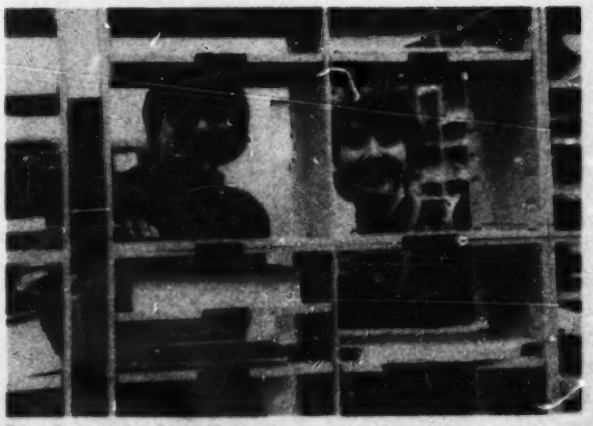
Some other supporting award winners who are not members of the LMWG or satellite groups but who contribute to their groups' missions are **Geoff Henderson,** who takes notes for the A & P Satellite Group and **Tom Nichols** who provides minutes for the Cataloging Satellite Group. Also, **Cecelia Paul** and **Robin Bass** are note takers for the Records Management and Information and Reference Divisions' Satellite Groups. **Frances Morton** also served as a notetaker for the LMWG while she was an Administrative Detailee reporting to Grace Reed.

Special Backstage praise also goes to those individuals who have provided support to the goals of consultative management and to the mission of our groups. Both



Manta Hemphill Donette Vandell Sandy Lewis Betty Burke

Kathy McConnell Donna Carter



Ruth Sievers Susan Robinson

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Bill Jebram Joe Ross

Tom Nichols

Greg Cabbagestalk

Robin Bass

Geoff Henderson

Cecelia Paul

Frances Morton

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Mary Ann Joyce, President of AFSCME Local 2910, and **Peter Galley**, President AFSCME Local 2477, have shown their committment to ". . . consulting with employees on problems, solutions and decisions, sharing information about the results, and implementing operational changes as a result of the consultative process."

To implement this consultative philosophy, various individuals were called upon to share information and experiences. Two individuals whose knowledge was of great benefit were **Cecil Hill** and **Larry Collins.** Cecil Hill, corporate manager of programs at Hughes Aircraft, conducted workshops describing organizational culture requirements for high productivity improvement. Larry Collins of the Center for Time and Stress Management alerted managers and staff to the pressures of organizational change and offered the staff many effective techniques for dealing with the everyday problem of stress.

In addition, **Bill Ginnodo,** Associate Director of the American Productivity Management Association continued his work in the Copyright Office as the "guiding light" of consultative management. Bill provided support and counsel in his role as facilitator and presented stimulating workshops on consultative management offered to supervisors and to all principal AFSCME officers and stewards working in the Copyright Office.

If Bill Ginnodo has been the "guiding light" of consultative management, then **Ron Contino** has been the "life force" of our labor/management cooperation. Ron Contino, Deputy Commissioner, City of New York, Department of Sanitation, Bureau of Motor Equipment, has provided the Copyright Office with an effective labor/management role model. Both Mr. Contino, and his associate, **Roger Liwer,** Director of Materials Management, and the members of the New York labor team, have nurtured the Copyright Office Labor/Management Working Group and have generously devoted time to us by sharing their experiences and successes. Ron Contino has been a constant award winner for his active support and his enthusiastic encouragement.

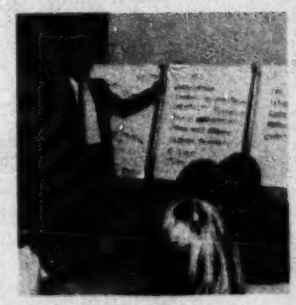
This galaxy of Backstage stars have been invaluable resources to the LMWG. Their behind-the-scenes support assisted us in taking **THE FIRST STEPS** and made our first year a successful one!

Mary Ann Joyce

Peter Galley

Cecil Hill

Larry Collins



Bill Ginnodo

Ron Contino

Roger Liwer

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Keith Ryder Dennis Pearson Jane Hewitt Grace Reed